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## Situational leadership

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Sometimes, when I feel unsure, I have this need to camouflage my anxiety and appear confident. In doing so, I invariably end up actually feeling foolish.

A few years ago, I went on work to a city in the North Eastern part of India, a city I knew nothing of – neither the terrain nor topography. I had to visit a business associate and the only information I had was his address.



I hailed an auto-rickshaw, and confident of my command of the local language, instructed the driver to take me to the address I produced.

The rickshaw man quoted a price and I argued with him that I would only pay by the hire-meter charge. He reluctantly agreed and asked me which route he should take to get me there. Completely ignorant about the location of my associate's office, I confidently chose one of the two routes he had suggested.

We got to the office after travelling for half an hour, and when I alighted, I realised the rate indicated on the meter was much higher than what the rickshaw man had originally asked for.

If I had only trusted his honesty and yielded to the situation, he being the master and not I in the given circumstance, perhaps, I would have felt less cheated.'

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